



Performance Report
July - December 2012

Prepared by:
Division of Management Services
Bureau of Performance Management

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Wisconsin Department of Children and Families Values

Wisconsin Department of Children and Families will:

- Make decisions and act based on the best interests of children and their families because Wisconsin's future is dependent upon their success today.
- Partner with the people of Wisconsin to keep children safe, promote economic stability and ensure the success of children and families, because it is our shared responsibility.
- Share information, seek input and explain our actions, because we value transparency and accountability.
- Treat everyone with dignity and respect, because we believe in everyone's inherent value.
- Manage our resources efficiently, because we value good stewardship.
- Support, develop and hold accountable our employees and contractors, because their performance is vital to our success.
- Keep learning about and applying what works, because we want to continually improve what we do.

Protecting Children. Strengthening Families. Building Communities.



Performance Report July – December 2012 Data Contents

Each KidStat Performance Report captures data for the Real Results and performance measures that were discussed in KidStat meetings during the covered time period. For most Real Results, we track and report on performance measures in the same way over time. In a few cases, though, we have made modifications to measures for reasons such as:

- A change in data source (from a hand count to an automated count, for example);
- An updated measure (we developed a more accurate way to measure progress); and
- An eliminated or added measure (due to a shift in focus or because an old measure was no longer useful).

As well, each Real Result is reported for different time periods based on the availability of data from the different sources used.

Real Result	Timeframe
Children are safe from abuse and neglect - Statewide	July – December 2012
Children are safe from abuse and neglect - BMCW	July – December 2012
Children achieve permanency - Statewide	July – December 2012
Children achieve permanency - BMCW	July – December 2012
Families increase income - W-2 program	July – December 2012
Parents receive quality customer service - W-2 program	July – December 2012
Families increase income - Child Support program	July – December 2012
Children are safe in licensed and certified child care settings	July – December 2012
Children attend high quality child care and early education programs	July – December 2012
Child care funds are well spent and fraud is minimized	July – December 2012
Customers receive quality service	July – December 2012



Real Result (What we work to achieve)	Output (How we measure it)	Pg #
Children are safe from abuse and neglect	Initial assessments are completed in a timely manner.	7
	Initial contacts with the child victim are made in a timely manner.	8
	Monthly face-to-face contacts are made in a timely manner.	9
	Increase number of children who are NOT repeat victims of maltreatment.	10-11
Children achieve permanency	Children experience stability in their out of home placement.	12
	Children spend minimal time in out of home care.	13-15
	Once children exit out of home care, they do not re-enter.	16
Families increase income	Parents find employment.	19-20
	Parents are supported in their application for Supplemental Security Income/Social Security Disability Insurance.	21-22
	Parents are able to retain employment over time.	23-24
	Eligible individuals are placed in transitional jobs.	27
Parents receive quality customer service	Parents report receiving quality services from their W-2 agency.	25-26



Real Result (What we work to achieve)	Output (How we measure it)	Pg #
Families increase Income	Children have a court order for child support.	28
	Children have legal fathers.	29
	Child support is a stable, reliable source of income for families.	30
	Unpaid child support debt balances are collected.	31
	DCF effectively and efficiently uses federal and local resources.	32
Children are safe in licensed and certified child care settings	Visits to certified and licensed providers are completed according to regulation.	35-36
Children attend high quality child care and early education programs	Wisconsin Shares children increase access to high quality early education programs.	37
Child care funds are well spent and fraud is minimized	Percentage of cases with an error in the statewide quality assurance and eligibility review are reduced.	38-39
	Client overpayments are found.	40
	Provider and client investigations are completed in a timely manner.	41-42
Customers Receive Quality Service	Average time to answer is reduced.	43-44



Wisconsin Department of Children and Families Performance Measures

Children are safe from abuse and neglect.

Performance Measure : **OUT OF HOME CARE MALTREATMENT**

Objective: Increase the number of children who are NOT victims of maltreatment while in out of home care (OHC).

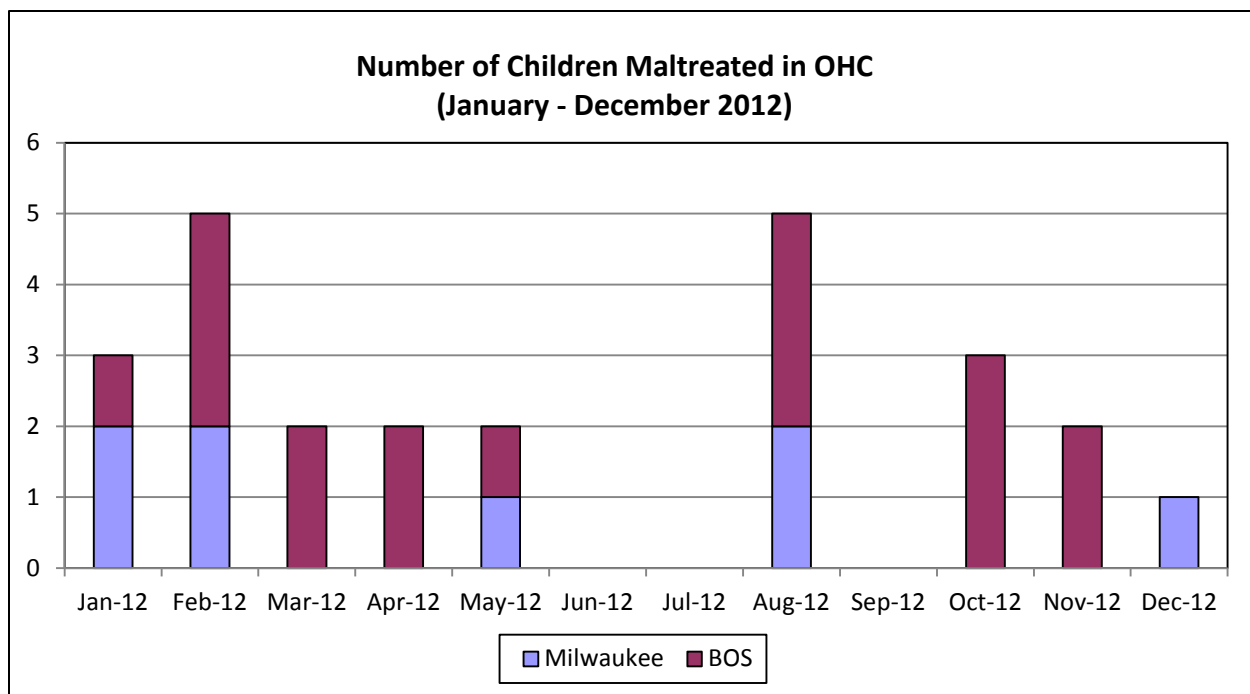
Significance: Counties are expected to protect the well-being and safety of children while in their custody.

Target: Wisconsin performance should not fall below the 75th percentile that less than 0.4% of all children in OHC are maltreated.

Measurement Method: Data is collected from the statewide automated case management database, eWiSACWIS. Denominator equals all children in OHC during the reporting period. Count is the number of children who were maltreated in OHC in a given month.

Owner: Fredi Bove, Division Administrator

Progress: Met performance standard for 2012 and for each individual month except two. Twenty-five children were maltreated in OHC between January 2012 and December 2012. Fourteen in the first six months of 2012 and eleven in the first half of 2012. This is an improvement over all from 2011 when twenty-nine children were maltreated in OHC.



Target Direction:



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Wisconsin Department of Children and Families Performance Measures

Children are safe from abuse and neglect.

Performance Measure : **RECURRENCE OF MALTREATMENT**

Objective: Increase the number of children who are NOT repeat victims of maltreatment within six months of the initial maltreatment substantiation.

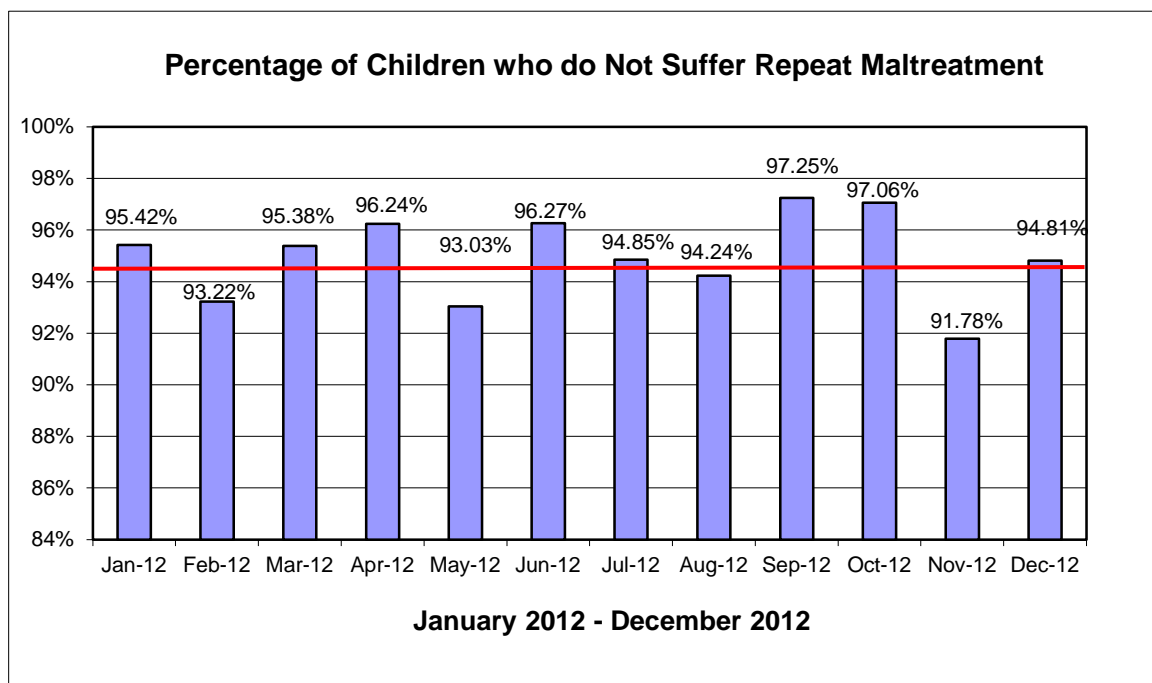
Significance: Counties are expected to identify permanency solutions that reduce the likelihood of repeat maltreatment.

Target: Wisconsin performance should not fall below the 75th percentile that 94.6% of children are not repeat victims of maltreatment within six months prior to the substantiation. Target represented by the red line in the below graph.

Measurement Method: Data is collected from the statewide automated case management database, eWiSACWIS. Denominator is all children who were maltreated. Numerator is all children without a recurring maltreatment within six months of initial substantiation.

Owner: Fredi Bove, Division Administrator

Progress: Between January – December 2012, 242 children experienced a recurrence of maltreatment. This is an increase from the 161 children who experienced a recurrence of maltreatment in 2011. The state met the federal target in eight of twelve months.



Target Direction:



Wisconsin Department of Children and Families Performance Measures

Children achieve permanency.

Performance Measure : **PLACEMENT STABILITY**

Objective: Reduce the number of placements children experience while in out of home care (OHC).

Significance: Counties are expected to minimize the number of placements children experience given the disruption and negative effects each placement change can cause.

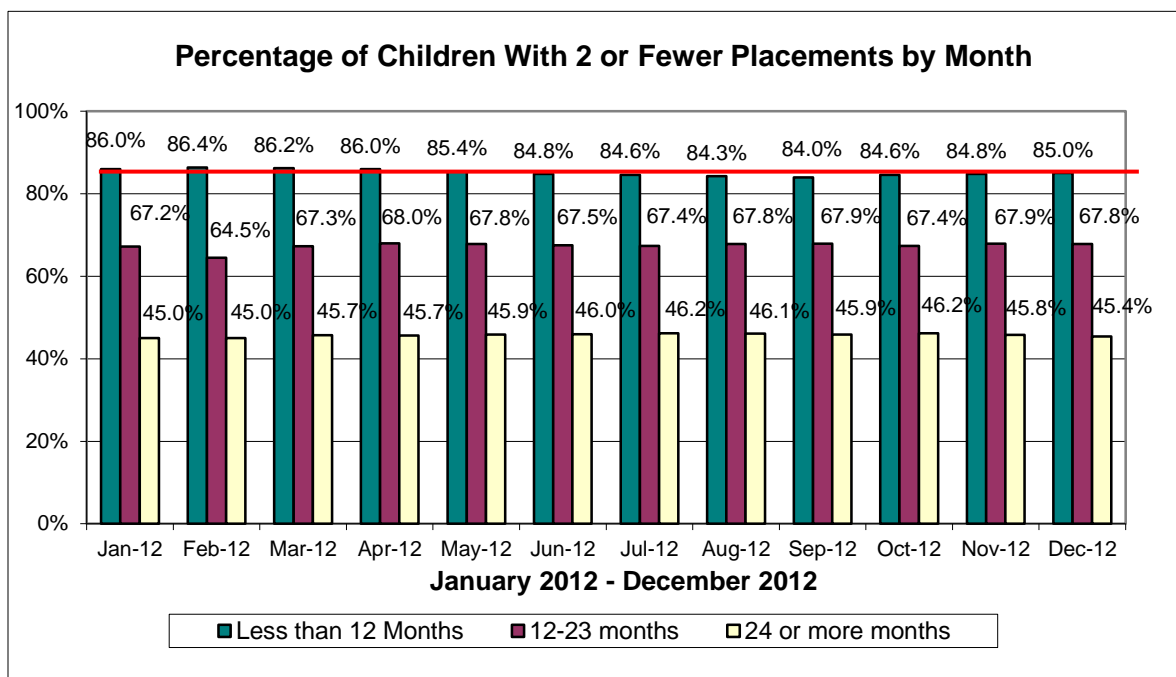
Target: Wisconsin performance should not fall below the 75th percentile that 86% of children in care less than twelve months, 65.4% in OHC 12-23 months, and 41.8% in OHC more than twenty-four months have two or fewer placements. Target for the under twelve months measure represented by the red line in the below graph.

Measurement Method: Data is collected from the statewide automated case management database, eWiSACWIS. Denominator equals all children in OHC for the relevant time period. Numerator equals all children in OHC for the relevant time period with one or two placement settings.

Owner: Fredi Bove, Division Administrator

Progress: Performance met or exceeded the target on:

- children in care less than 12 months: met in 4 of 12 months.
- children in care 12-23 months: met in 11 of 12 months.
- children in care 24 or more months: met in all 12 months.



Target Direction:



Wisconsin Department of Children and Families Performance Measures
Children achieve permanency.

Performance Measure: **TIME TO REUNIFICATION**

Objective: Increase the number of children who are reunified with parents or caretakers within twelve months.

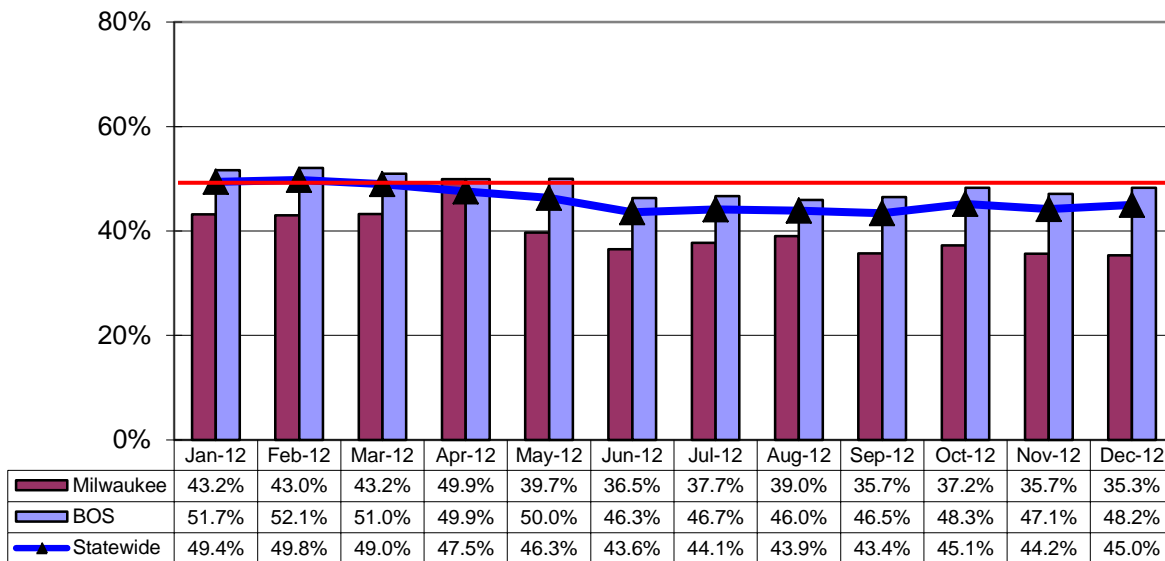
Significance: Counties are expected to work with families to determine whether reunification is an appropriate permanency solution once a child is removed from the home.

Target: Wisconsin performance should not fall below the 75th percentile that 48.4% of children are reunified within twelve months. Target is represented by the red line in the below graph.

Measurement Method: Data is collected from the statewide automated case management database, eWiSACWIS. Denominator equals all children reunified within the reporting period. Numerator equals the number of children reunified within zero to twelve months from the time of the latest removal from home.

Owner: Fredi Bove, Division Administrator

Progress: Statewide performance declined slightly from 49.4% in January 2012 to 45.0% in December 2012 (blue line). Three of the last twelve months met or exceeded the standard statewide; five of the last twelve months met or exceeded the standard in the balance of state.



Target Direction:



Wisconsin Department of Children and Families Performance Measures

Children achieve permanency.

Performance Measure : **TIME TO ADOPTION II**

Objective: Increase the number of children who have been in out of home care (OHC) for seventeen months or longer who become legally free for adoption within six months.

Significance: Counties are expected to identify and pursue adoption as a permanency solution, when appropriate, as quickly as possible once a child is removed from the home.

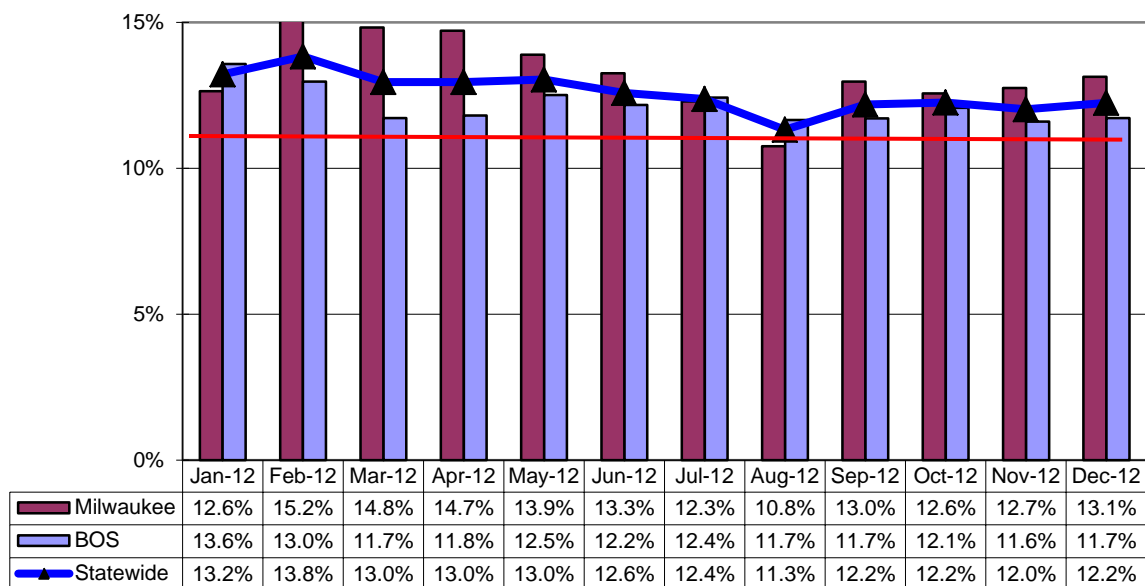
Target: Wisconsin performance should not fall below the 75th percentile that 10.9% of children in foster care seventeen months or longer are adopted within six months. Target represented by the red line in the below graph.

Measurement Method: Denominator equals all children in OHC seventeen consecutive months or longer on the first day of the year shown, and who were not legally free for adoption prior to that day. Numerator is the number of these children who became free for adoption (termination of parental rights) during the first six months of the year shown.

Owner: Fredi Bove, Division Administrator

Progress: Overall, statewide performance on this measure declined slightly from 13.2% in January 2012 to 12.2% in December 2012. All twelve months exceeded the standard (blue line).

Percentage of Children Who Became Legally Free During First Six Months of Year Shown



Target Direction: 

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Wisconsin Department of Children and Families Performance Measures

Children achieve permanency.

Performance Measure: **ACHIEVING PERMANENCY**

Objective: Increase the number of children in out of home care (OHC) 24 months or longer, who are discharged to a permanent placement before their eighteenth birthday.

Significance: Counties are expected to work towards a permanent placement for children removed from their families.

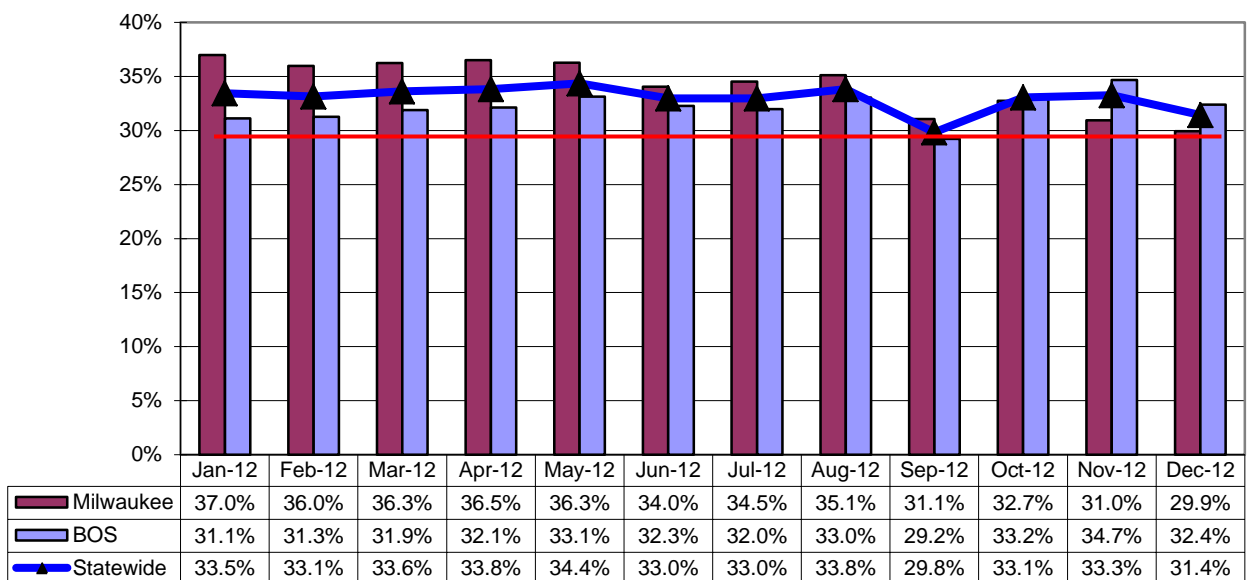
Target: Wisconsin performance should exceed the 75th percentile target that 29.8% of children in OHC 24 months or longer are released to a permanent placement before they turn eighteen. Target represented by the red line in the below graph.

Measurement Method: Data is collected from the statewide automated case management database, eWiSACWIS. Denominator equals all children in OHC for 24 months or longer at the beginning of the year. Numerator is the number of these children discharged to a permanent placement within twelve months.

Owner: Fredi Bove, Division Administrator

Progress: Statewide performance has decreased slightly from 33.5% in January 2012 to 31.4% in December 2012 (blue line). The state met the target twelve of the last twelve months (red

Percentage of Children Discharged to a Permanent Home Before Turning 18



Target Direction:



Wisconsin Department of Children and Families Performance Measures
Children achieve permanency.

Performance Measure: RE-ENTRY AFTER REUNIFICATION

Objective: Reduce the number of children who re-enter out of home care (OHC), within twelve months of a previous episode.

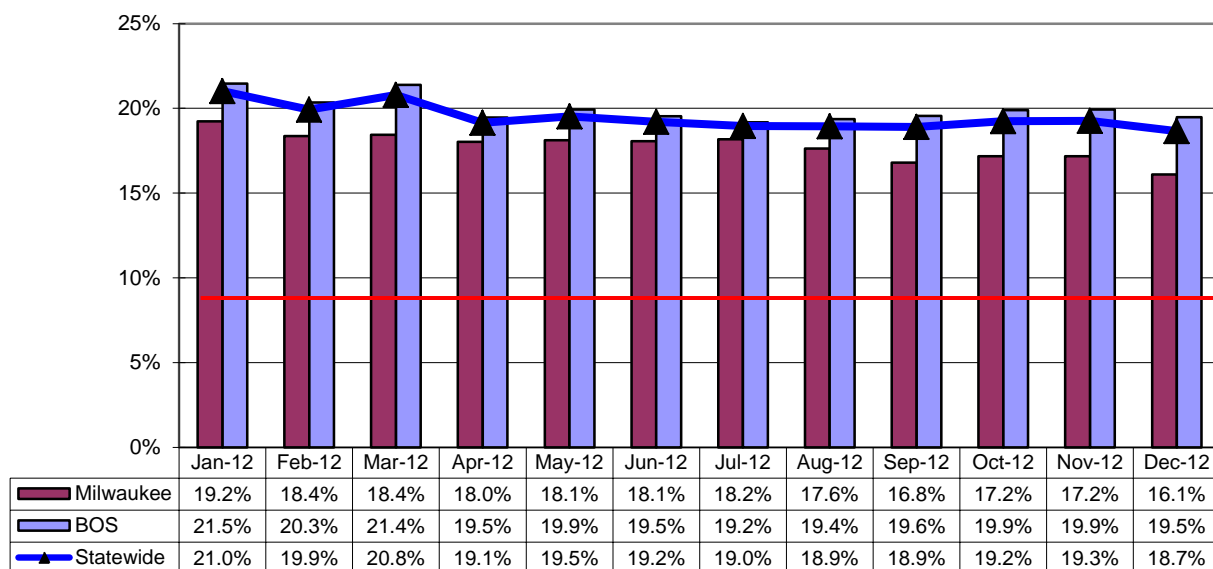
Significance: Counties are expected to identify and pursue permanency solutions for children in order to minimize the likelihood that the children will subsequently return to OHC.

Target: Wisconsin performance should not finish above the 25th percentile target that of all children who are discharged to reunification, 8.6% or fewer re-enter within twelve months. Target represented by the red line in the below graph.

Measurement Method: Data is collected from the statewide automated case management database, eWiSACWIS. Denominator is the number of children discharged to reunification during the reporting period. Numerator is all children entering care within zero to twelve months of a previous discharge to reunification.

Owner: Fredi Bove, Division Administrator

Progress: Statewide performance improved slightly from 21.0% in January 2012 to 18.7% in December 2012 (blue line). December 2012 is a record low since January 2011.



Target Direction:



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Wisconsin Department of Children and Families Performance Measures

W-2 Scale of Operations

Wisconsin Works (W-2)					
Scale of Operations					
	Wisconsin			Milwaukee County	Balance of State
Month	Paid Placements	Unpaid Placements	Total	Paid Placements	Paid Placements
Dec-12	13,542	3,228	16,770	8,829	4,713
Nov-12	13,636	3,484	17,120	8,916	4,720
Oct-12	13,949	3,555	17,504	9,117	4,832
Dec-11	15,576	4,144	19,720	10,542	5,034

BOS – Balance of State

- 31 W-2 contract agencies deliver a full range of W-2 services in 71 counties
- BOS slides focus on eight largest BOS agencies: 1) Kenosha; 2) Racine; 3) Rock; 4) Capitol Consortium (Dane, Dodge, Marquette, Sauk); 5) Winnebago; 6) Arbor Education & Training (Ozaukee, Washington, Waukesha); 7) Forward Services Consortium; and 8) Workforce Connections Inc.

MKE – Milwaukee County

- Seven W-2 contract agencies deliver specialized services to five regions within Milwaukee county
- WEA - W-2 Employment Agencies
 - Northeast - YWCA
 - Northwest - Policy Studies, Inc
 - Southeast - UMOS
 - Southwest and Central - MAXIMUS
- EAA – Eligibility and Assessment Agencies
 - County-wide – Social Development Commission (SDC)
- SSI Advocacy – Social Security Insurance Advocacy Agency
 - Northeast, Central, and Northwest – Public Consulting Group (PCG)
 - Southeast and Southwest - UMOS



Wisconsin Department of Children and Families Performance Measures

Families increase income.

Performance Measure: **JOB ENTRY**

Objective: Increase the number of W-2 participants who obtain employment.

Significance: This is the defining measure for any welfare-to-work program seeking to place as many participants as possible in jobs as efficiently as possible. While there is no Federal standard, DCF has established standards for Milwaukee and Balance of State (BOS) agencies.

Target: These are the six month performance standards for Milwaukee WEAs and BOS agencies:

<u>BOS Standards:</u>	<u>MKE Standards</u>
■ Exceeds = > 30%	■ Exceeds = > 35%
■ Satisfactory = 24 – 30%	■ Satisfactory = 28 – 35%
■ Need Improve = 19 – 24%	■ Need Improve = 22 – 28%
■ Fail = <19%	■ Fail = < 22%

Measurement Method: Data is collected from the statewide automated case management database, Client Assistance for Re-employment and Economic Support (CARES). Numerator is equal to an unduplicated count of W-2 participants who obtained a job expected to last at least 30 days. Denominator is equal to all W-2 participants referred to a contract agency. Results are prorated monthly throughout the year. These results represent the end of the year.

Owner: Kris Randal, Division Administrator

Progress: January – December 2012 performance:

BOS: Of the eight largest W-2 agencies in BOS, zero exceed the standard. Kenosha, Winnebago, Arbor E&T, Capital Consortium and Forward Services satisfy the standard. Workforce Connections needs improvement. Racine and Rock failed the standard.

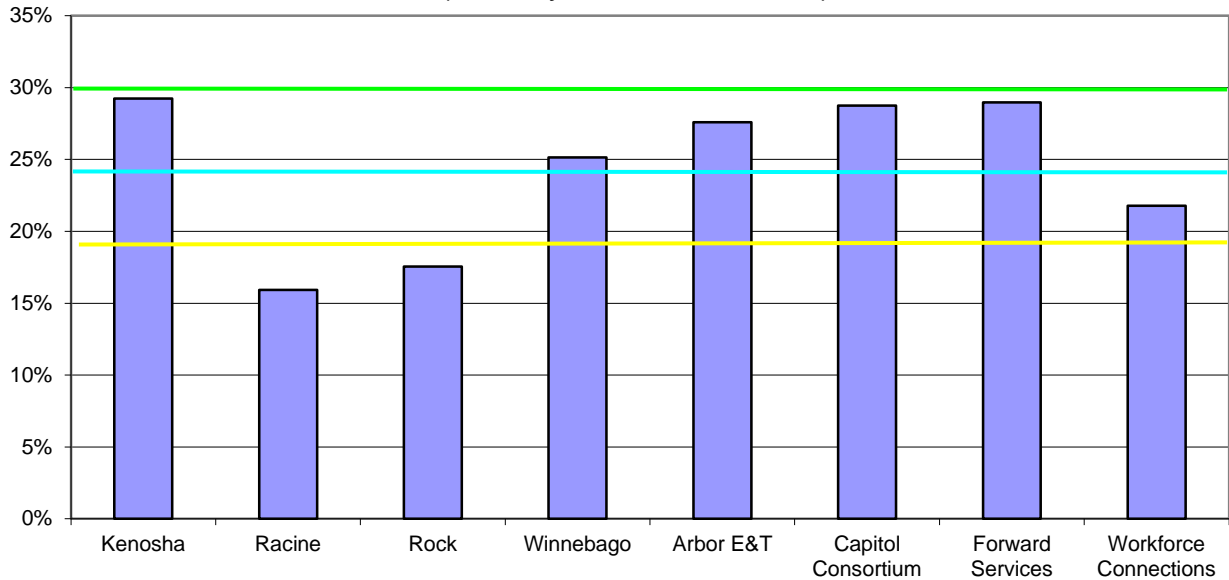
MKE WEA: All four Milwaukee WEAs satisfied the standard.



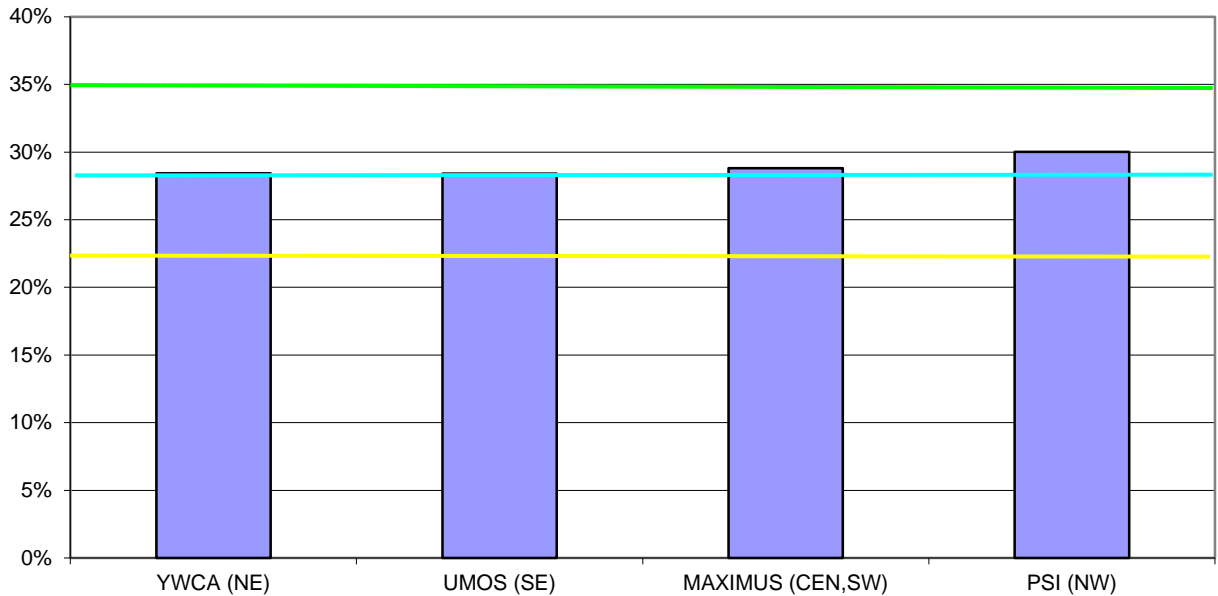
Wisconsin Department of Children and Families Performance Measures

Families increase income.

Percentage of Balance of State W-2 Participants
Obtaining Employment
(January - December 2012)



Percentage of Milwaukee W-2 Participants Obtaining Employment
(January - December 2012)



Target Direction:



Wisconsin Department of Children and Families Performance Measures

Families increase income.

Performance Measure: **SSI/SSDI RECEIPT**

Objective: Increase the number of W-2 participants who receive SSI/SSDI among those who are appropriate and have applied.

Significance: W-2 agencies are expected to assist participants to determine whether they might be eligible for SSI/SSDI and to complete the application process. While there is no federal standard, DCF has established standards for the Milwaukee SSI agency. Balance of State (BOS) agencies are no longer subject to this measure due to data constraints.

Measurement Method: Data is collected from the statewide automated case management database, Client Assistance for Re-employment and Economic Support (CARES). Numerator is equal to number of W-2 participants who were awarded SSI within certain time frames. Denominator is equal to number of W-2 participants who were working with an agency on the application process during the prior year.

Target: The six month performance standards for Milwaukee SSI Agencies are below:

- Exceeds = >20%
- Satisfactory = 15 – 20%
- Needs Improvement = 10 – 15%
- Fail = <10%

Owner: Kris Randal, Division Administrator

Progress: January – December 2012 performance:

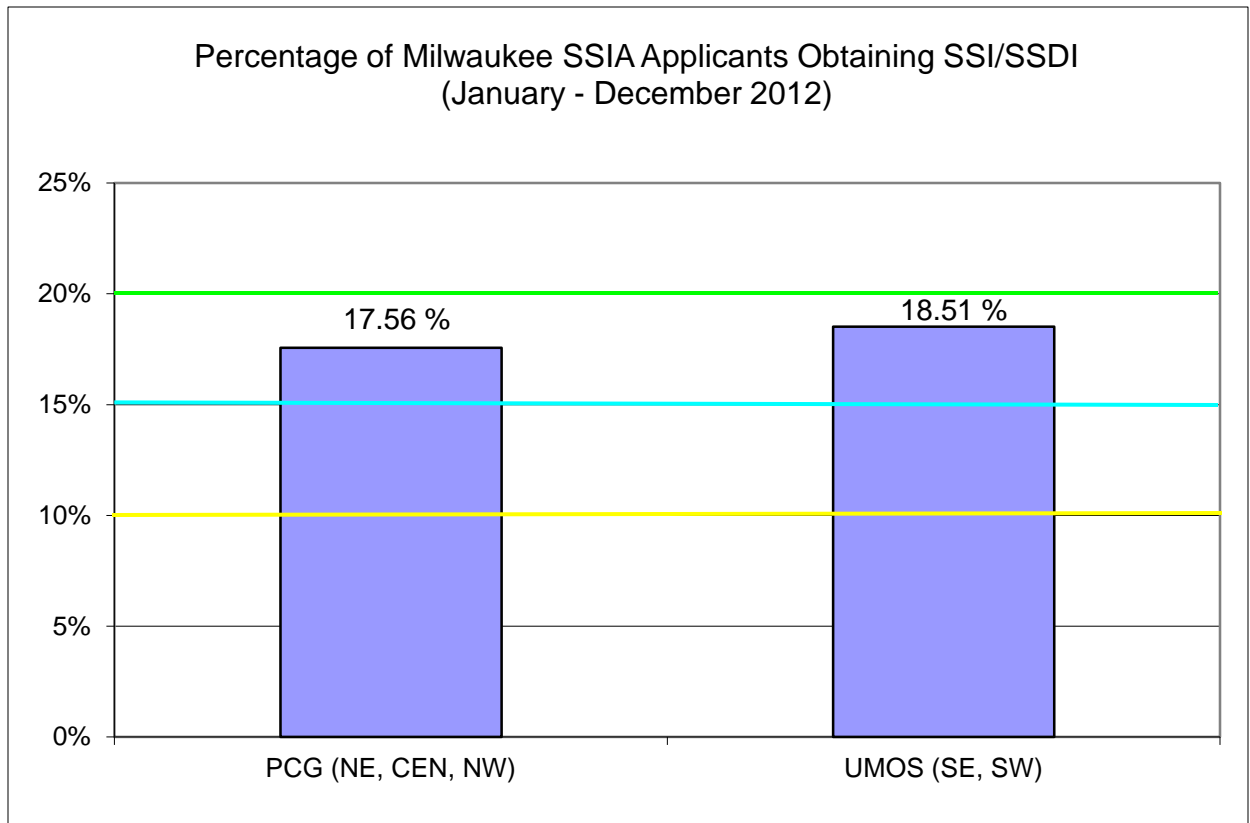
MKE: Both agencies satisfied the standard.

BOS: DCF has determined that collecting data on this measure for BOS agencies is not feasible given current data constraints. This measure will be replaced in BOS contracts going forward.



Wisconsin Department of Children and Families Performance Measures

Families increase income.



Balance of State data is no longer collected for this measure

Target Direction:



Wisconsin Department of Children and Families Performance Measures

Families increase Income

Performance Measure: **EARNINGS STABILIZATION**

Objective: Ensure that W-2 participants who find employment, maintain their income.

Significance: Once W-2 participants find employment, it is important that they are able to retain this employment. Economic security depends on maintaining a sufficient level of income over time.

Measurement Method: Data is collected from the unemployment insurance database and the statewide automated case management system, Client Assistance for Re-employment and Economic Support (CARES). The numerator is the number of W-2 participants who received a job one quarter prior to the period being measured, who also retained this income over the next quarter. The denominator is the number of W-2 participants who entered employment one quarter prior to the period being measured.

Target: Agency performance is measured on the following scale:

- Exceeds = > 55%
- Satisfactory = 45 – 54.9%
- Needs Improvement = 35 – 44.9%
- Fails = < 35%

Note that results on this measure lag significantly due to unemployment insurance data delays.

Owner: Kris Randal, Division Administrator

Progress: In quarter one of 2012:

BOS: Of the eight largest W-2 agencies in BOS, zero agencies exceeded the standard; Racine, Winnebago, Arbor E&T, Capitol Consortium and Workforce Connections satisfy the standard. Kenosha, and Forward Service Corporation need improvement; Rock failed the standard.

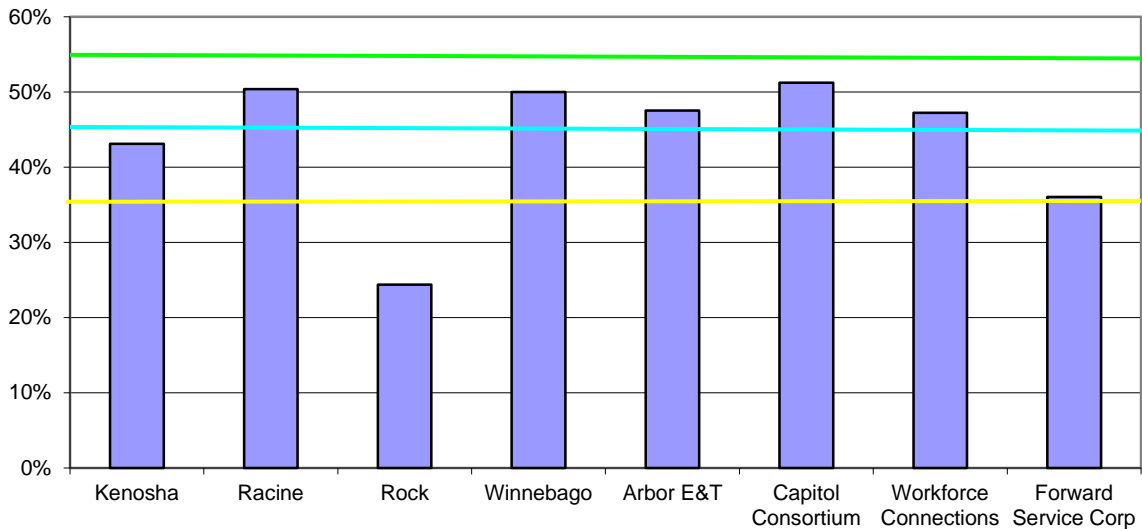
MKE: PSI exceeded the standard; YWCA, UMOs and Maximus satisfied the standard. Zero agencies need improvement or failed the standard.



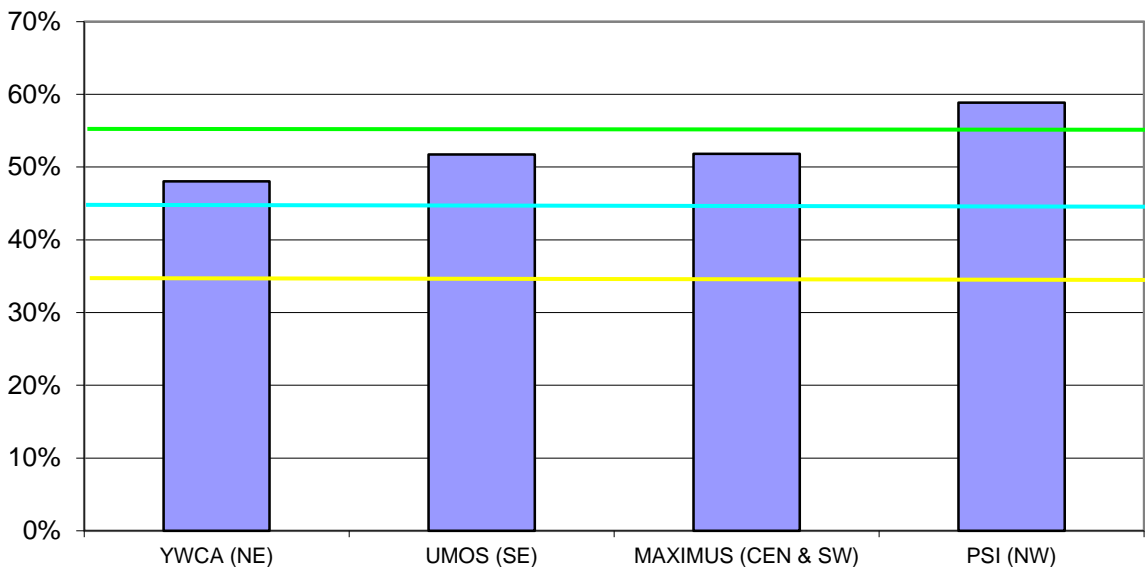
Wisconsin Department of Children and Families Performance Measures

Families increase income.

Balance of State Earnings Stabilization Rates
(Q1 2012)



Milwaukee Earnings Stabilization Rates
(Q1 2012)



Target Direction:



Wisconsin Department of Children and Families Performance Measures

Parents Receive Quality Customer Service

Performance Measure: **CUSTOMER SATISFACTION SURVEY RESULTS**

Objective: Ensure that Wisconsin W-2 agencies provide quality case management.

Significance: Getting Wisconsin's W-2 participants back to work depends on skilled professionals navigating them through the process and getting them the services they need to succeed. The customer satisfaction survey is the state's means for assessing the quality of participants' experience with W-2 contractors. While there is no Federal standard, DCF has established standards for Milwaukee and Balance of State (BOS) agencies.

Measurement Method: Data is collected from a statewide phone and mail survey of W-2 applicants and participants. The surveys measure customer satisfaction on a scale of 1-5 across the following 9 categories: Worker returned calls in a timely manner, worker understands customer goals, worker is respectful, worker is responsive, worker explained services clearly, worker explained expectations clearly, customer is part of the process, services were helpful and an overall satisfaction rating.

Target: Agency performance is measured as an average score on all categories and is judged on the following scale:

- Exceeding = > 4.5
- Satisfactory = 3.7 – 4.4
- Needs Improvement = 2.7 – 3.6
- Fails = < 2.7

Owner: Kris Randal, Division Administrator

Progress: As of December 2012, six of seven Milwaukee agencies were satisfying the standard; SDC needed improvement.

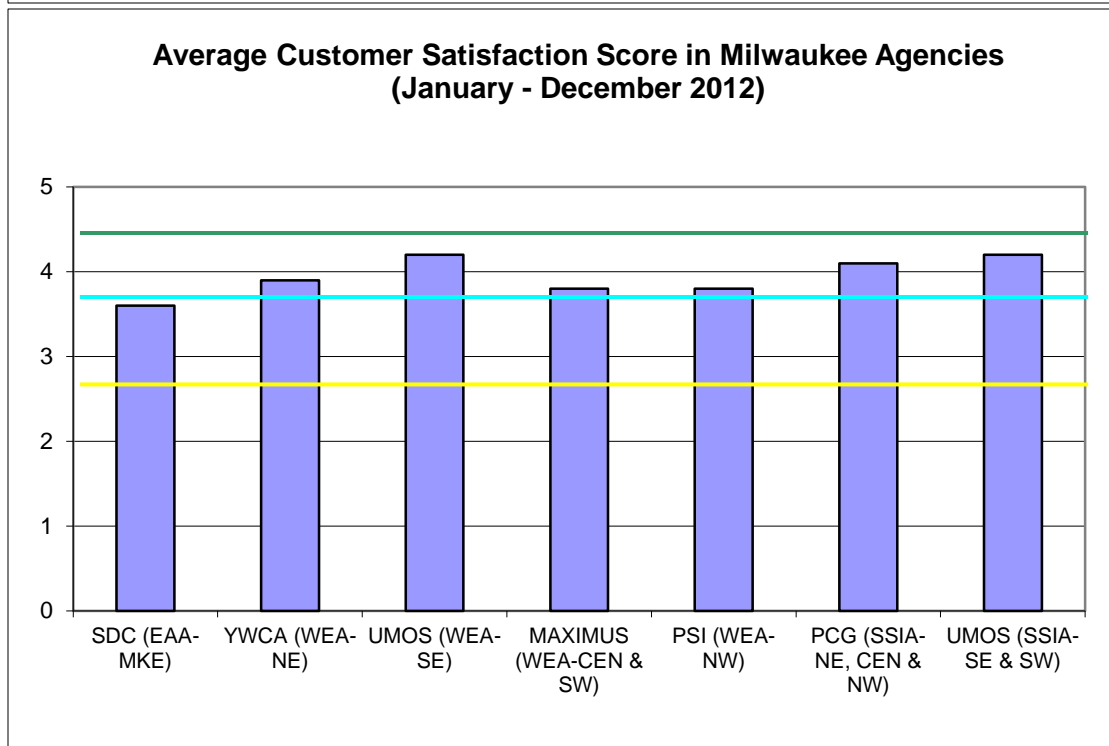
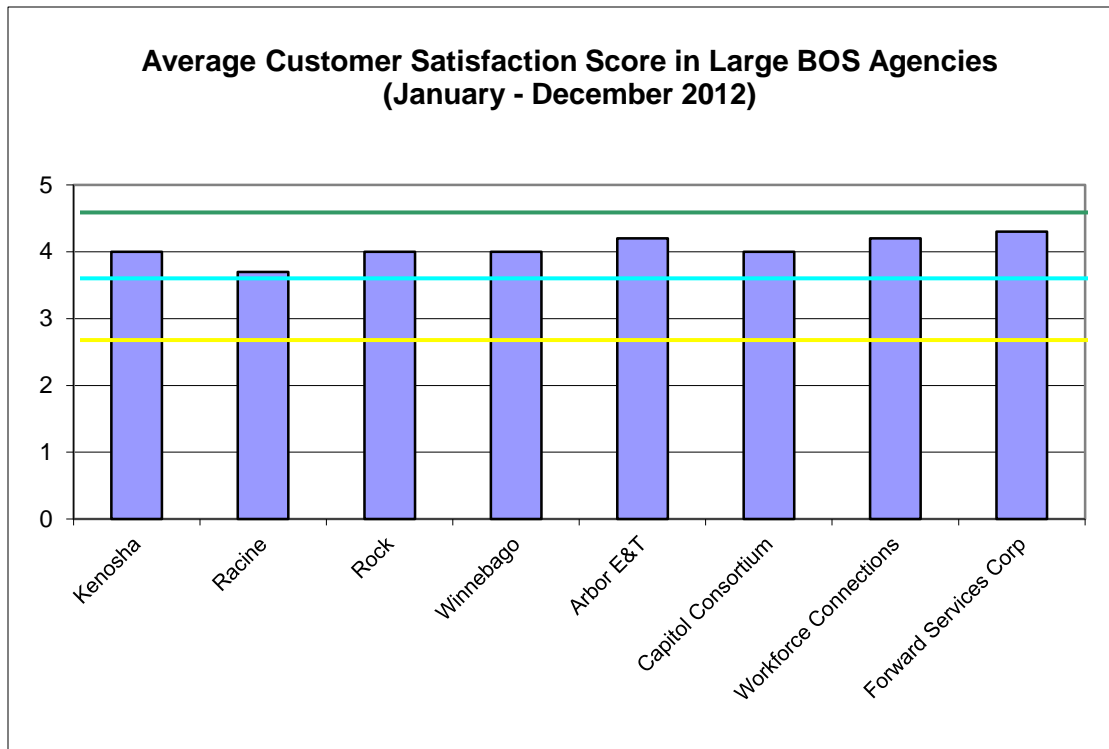
In the BOS, three of thirty-one agencies were exceeding the standard, twenty-six satisfied the standard, two needed improvement, and zero agencies failed the standard.


Of the eight largest agencies, all satisfy the standard.



Wisconsin Department of Children and Families Performance Measures

Parents Receive Quality Customer Service



Target Direction: 

Wisconsin Department of Children and Families Performance Measures

Families increase income.

Performance Measure: **TRANSITIONAL JOBS**

Objective: Increase the number of transitional workers served across the seventeen contracted agencies.

Significance: To maximize the number of individuals served by the Transitional Jobs project, agencies are expected to serve as many eligible individuals as possible throughout the contract period.

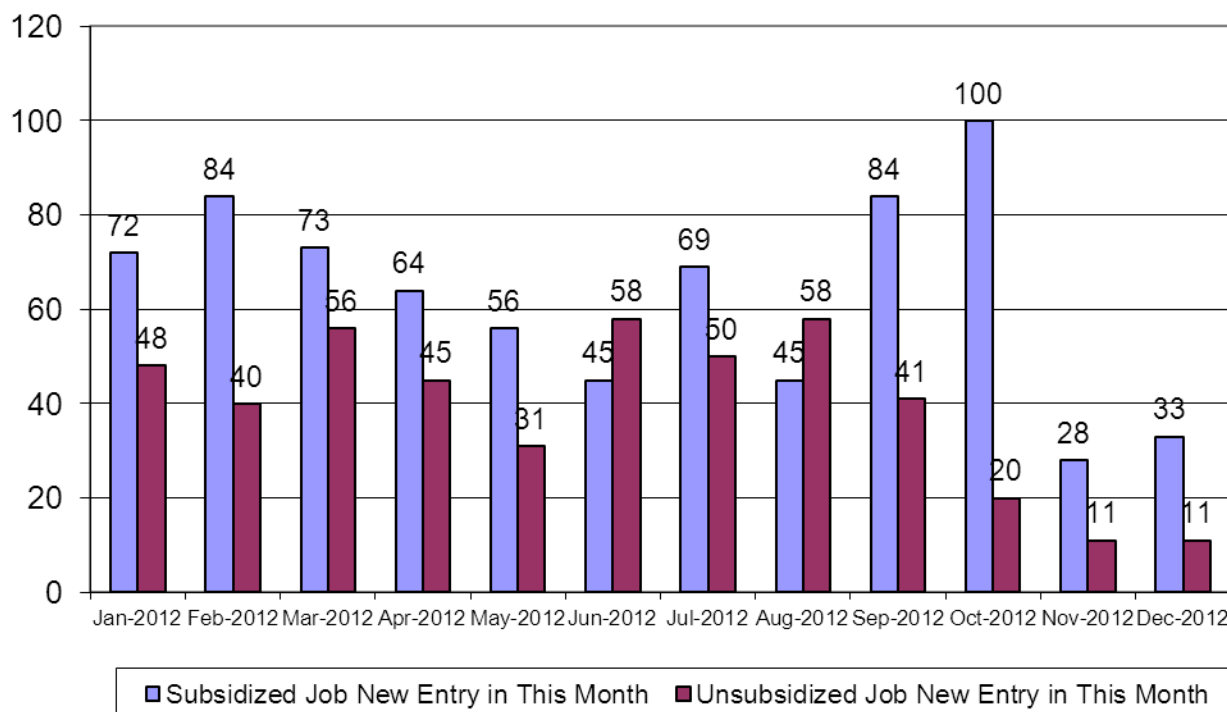
Measurement Method: Data on the number of individuals in jobs is collected from Transitional Jobs contractors by staff in the Bureau of Working Families.

Target: DCF fills all eligible transitional jobs slots.

Owner: Kris Randal, Division Administrator

Progress: As of December 2012, 3,200 individuals had earned a wage through the Transitional Jobs project. An additional 1,780 individuals found unsubsidized work while enrolled in the program.

Transitional Jobs Demonstration Project TJ Worker New Entries Into Subsidized and Unsubsidized Employment Each Month (CY 2012)



Wisconsin Department of Children and Families Performance Measures

Families increase income.

Performance Measure: **COURT ORDER ESTABLISHMENT**

Objective: Increase the number of children who have a court order for child support.

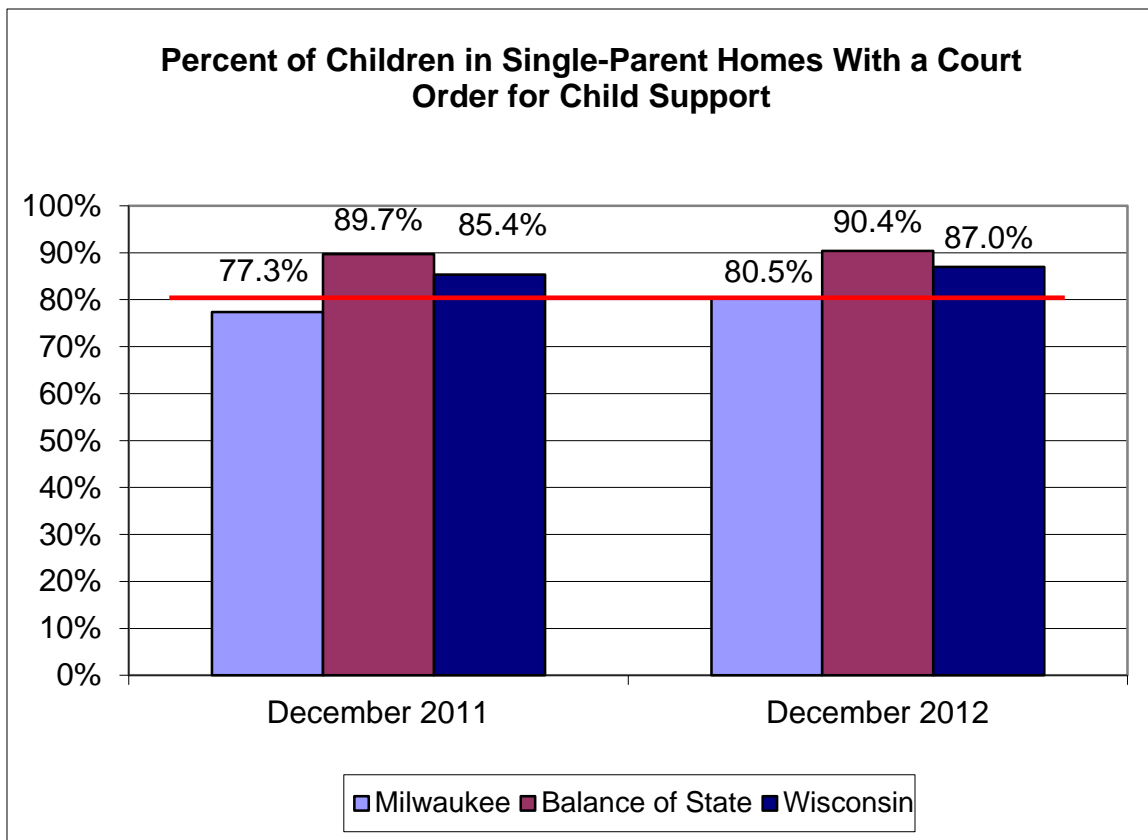
Significance: Child support cannot be collected unless there is a court order for payment.

Measurement Method: Data collected from the statewide database, KIDS. Numerator is equal to the number of cases with court orders, and the denominator is the total number of cases as of the last day of the reporting period. This is a point in time measure.

Target: 80% is the Federal standard.

Owner: Kris Randal, Division Administrator

Progress: Performance below reflects Federal Fiscal Year (FFY) 2013 to date (October 1, 2012 – December 31, 2012). In FFY 2013, Wisconsin established court orders for 87.0% of all child support cases, a 1.6 percentage point improvement from the same time period in FFY 2012.



Target Direction:



Wisconsin Department of Children and Families Performance Measures

Families increase income.

Performance Measure: **PATERNITY ESTABLISHMENT**

Objective: Increase the number of children for whom paternity has been established.

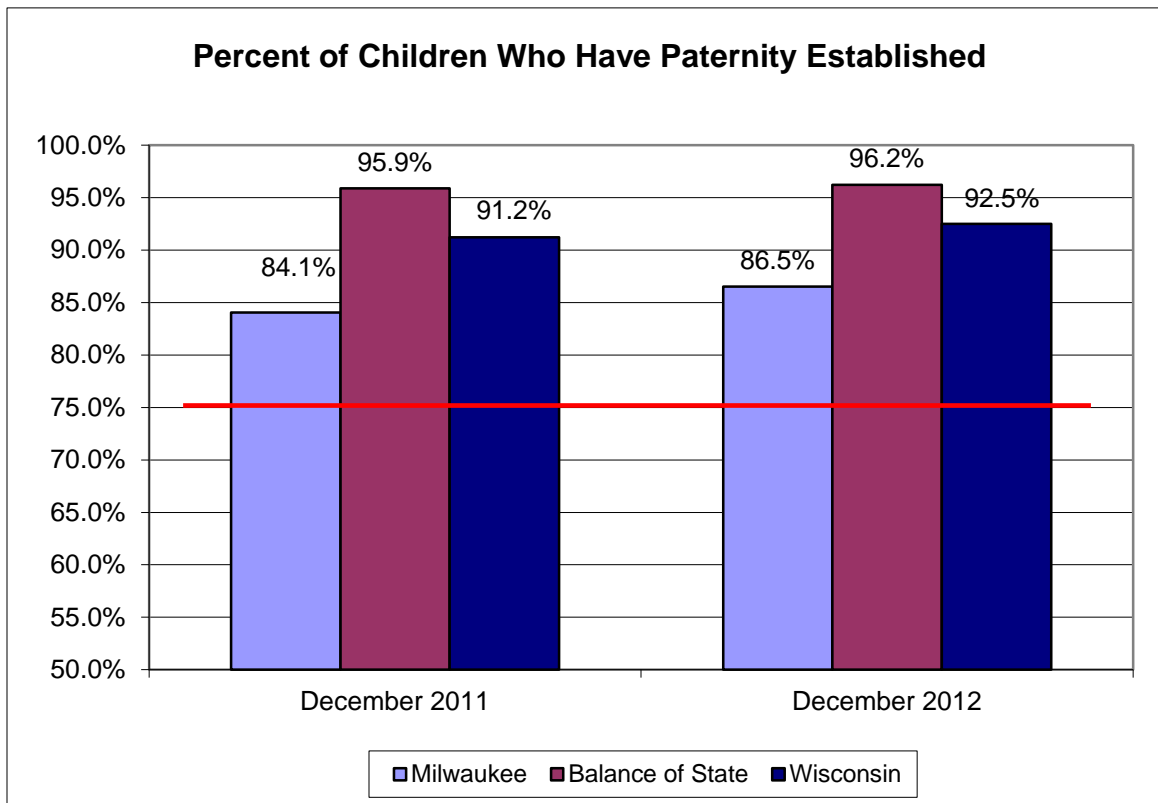
Significance: Paternity establishment provides the father with legal rights to the child, and provides the child with rights to child support, inheritance, etc.

Measurement Method: Data is collected from the statewide database, KIDS. Numerator is the number of those children who had paternity established. Denominator is the number of the children born out of wedlock and present in the caseload at any time during the year.

Target: 80% is the Federal standard.

Owner: Kris Randal, Division Administrator

Progress: Performance below reflects Federal Fiscal Year (FFY) 2013 to date (October 1, 2012 – December 31, 2012). Performance across Wisconsin counties currently exceeds the standard. To date, Wisconsin established paternity for 92.5% of children, a 1.3 percentage point improvement from the same time period last year.



Target Direction:



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Wisconsin Department of Children and Families Performance Measures

Families increase income.

Performance Measure: **TIMELY COLLECTION OF CHILD SUPPORT**

Objective: Increase the collection of child support in the month that it is due.

Significance: Child support should be a reliable source of income for families.

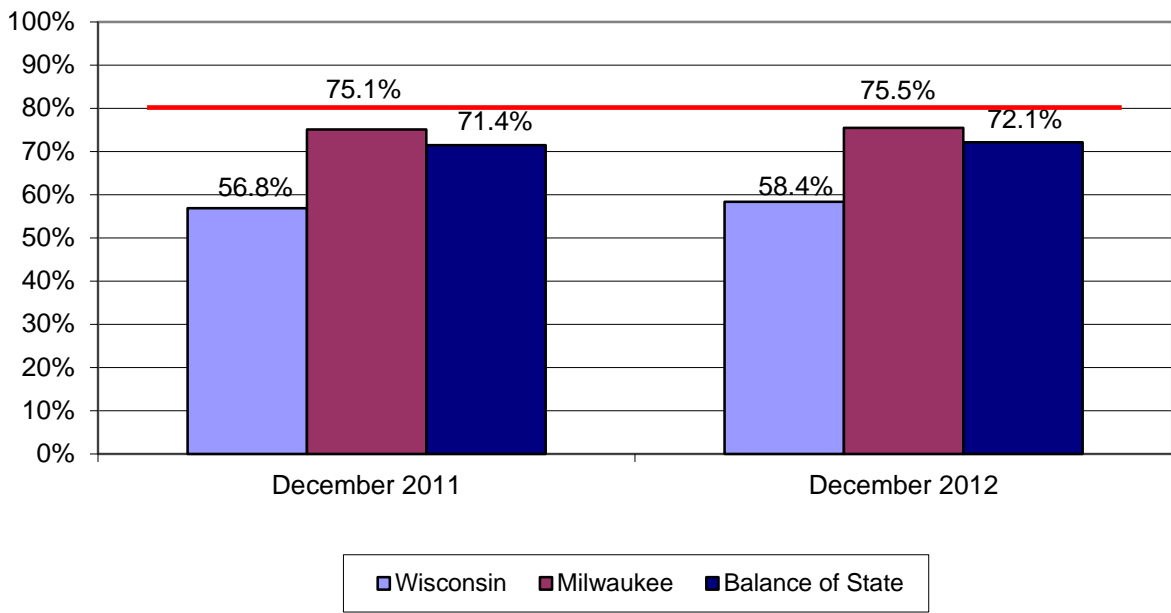
Measurement Method: Data is collected from the statewide automated case management database, KIDS. Numerator is equal to the total amount that is actually paid during the month that it is due and denominator includes the total amount of child support due for the period.

Target: 80% is the Federal standard.

Owner: Kris Randal, Division Administrator

Progress: Performance below reflects Federal Fiscal Year (FFY) 2013 to date (October 1, 2012 – December 31, 2012). Performance across Wisconsin counties has not exceeded the 80% standard in FFY 2013. In FFY 2013, Wisconsin collected 72.1% of child support payments in the month due.

Percent of Child Support Collected in Month Due



Target Direction:



Wisconsin Department of Children and Families Performance Measures

Families increase income.

Performance Measure: **ARREARAGE COLLECTIONS**

Objective: Increase the collection of at least one payment on child support cases with arrears.

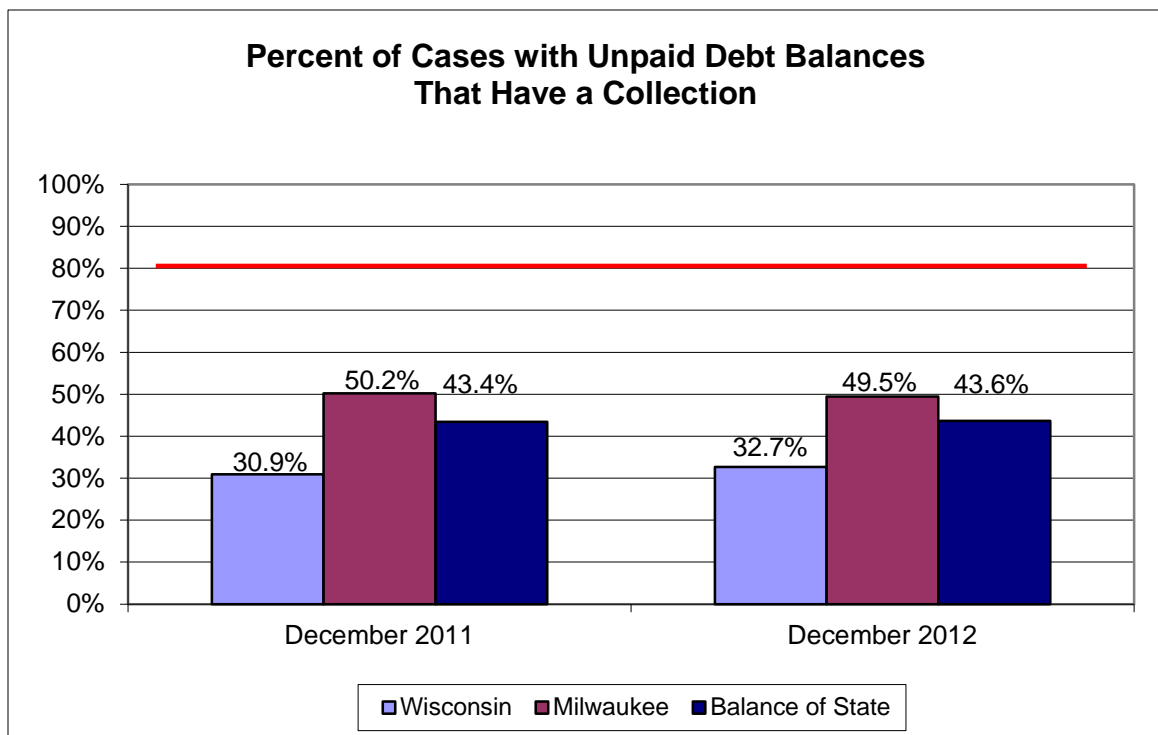
Significance: Any child support that is not paid when it is due becomes an unpaid amount (arrears). The child support mission is to enforce child support orders and collect unpaid amounts.

Measurement Method: Data is collected from the statewide database, KIDS. Numerator is the number of cases where a payment was made on arrears. Denominator is the number of cases that had an arrearage during the period.

Target: 80% is the Federal standard.

Owner: Kris Randal, Division Administrator

Progress: Performance below reflects Federal Fiscal Year (FFY) 2013 to date (October 1, 2012 – December 31, 2012). Performance across Wisconsin counties has not exceeded the 80% standard in FFY 2013, but performance has improved slightly compared to December 2011. Through December of FFY 2013, Wisconsin received at least one payment from 43.6% of cases with an arrearage.



Target Direction:



Wisconsin Department of Children and Families Performance Measures

Families increase income.

Performance Measure: **COST-EFFECTIVENESS**

Objective: To collect as much money as possible for every dollar spent on the program.

Significance: The Bureau of Child Support is expected to administer the child support program as cost effectively as possible.

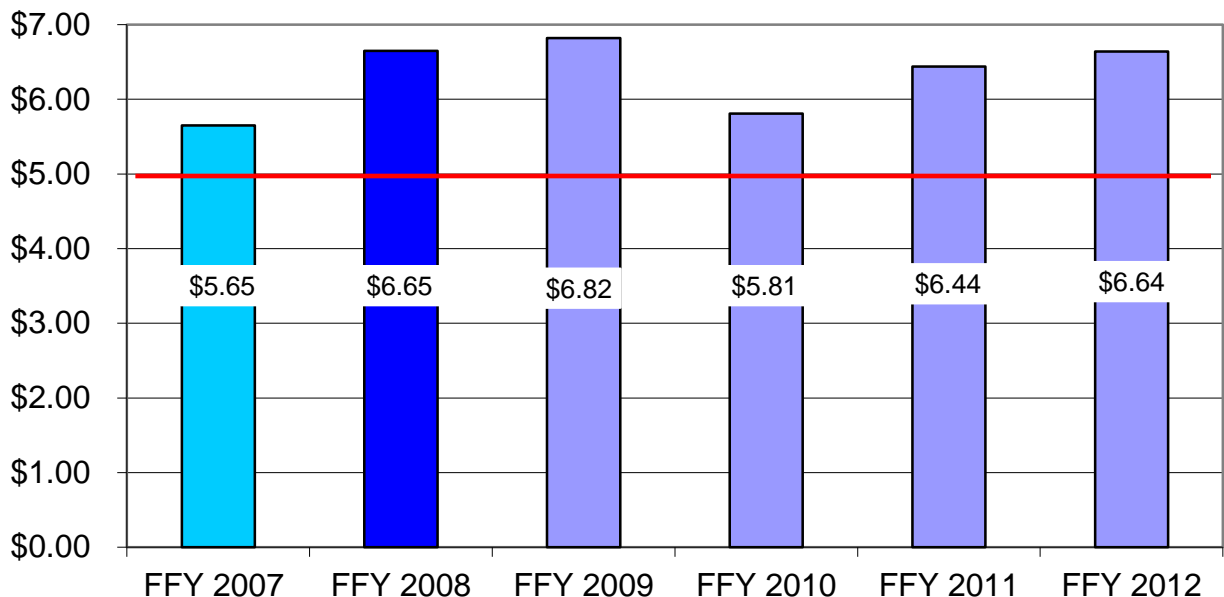
Measurement Method: The numerator is the amount of money collected in child support during the course of the federal fiscal year. The denominator is the amount of money spent on child support enforcement activities over the course of the federal fiscal year.

Target: \$5.00 collected for every \$1.00 spent on child support enforcement activities.

Owner: Kris Randal, Division Administrator

Progress: Performance across Wisconsin counties exceeded the \$5.00 standard in Federal Fiscal Year 2007 - 2012. Wisconsin's performance exceeded the nationwide average of \$5.10.

Amount Collected for Every Dollar Spent



Target Direction:



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Child Care Services in Wisconsin Scale of Operations

	Wisconsin Providers			WI Shares Children Served	
Month	Total Regulated Providers	Providers Participating in YoungStar	Providers Currently Serving WI Shares	Milwaukee	Balance of State
Dec-12	6,379	4,841	3,956	24,136	25,862
Nov-12	6,436	4,879	3,909	23,805	25,256
Ot-12	6,476	4,897	3,970	23,576	24,702
Dec-11	6,887	2,865	4,448	25,388	28,721

Child care licensing and certification regulate providers caring for more than three children under the age of three at a given time. Providers choose to participate in YoungStar, the quality rating and improvement system, and are required to participate if caring for children in the Wisconsin Shares program. Statewide, the number of regulated providers continues to decline.

Breakdown of Total Regulated Providers

As of December 2012

- Licensed group (2,430)
- Licensed family (2,130)
- Licensed camp (72)
- Regularly certified (1,273)
- Provisionally certified (410)
- In-home provisional [provisional provider doing care in the child's home] (38)
- In-home regular [regular provider doing care in the child's home] (12)
- Certified school age program (14)

Driver Counties

Statewide, counties of interest focus on Brown, Dane, Kenosha, Milwaukee Racine, Rock, Waukesha and Winnebago.



Wisconsin Department of Children and Families Performance Measures

Children are safe in licensed and certified child care settings.

Performance Measure: **CERTIFIED PROVIDER VISITS**

Objective: To ensure all certified child care providers receive the minimum number of visits required on or before the date due.

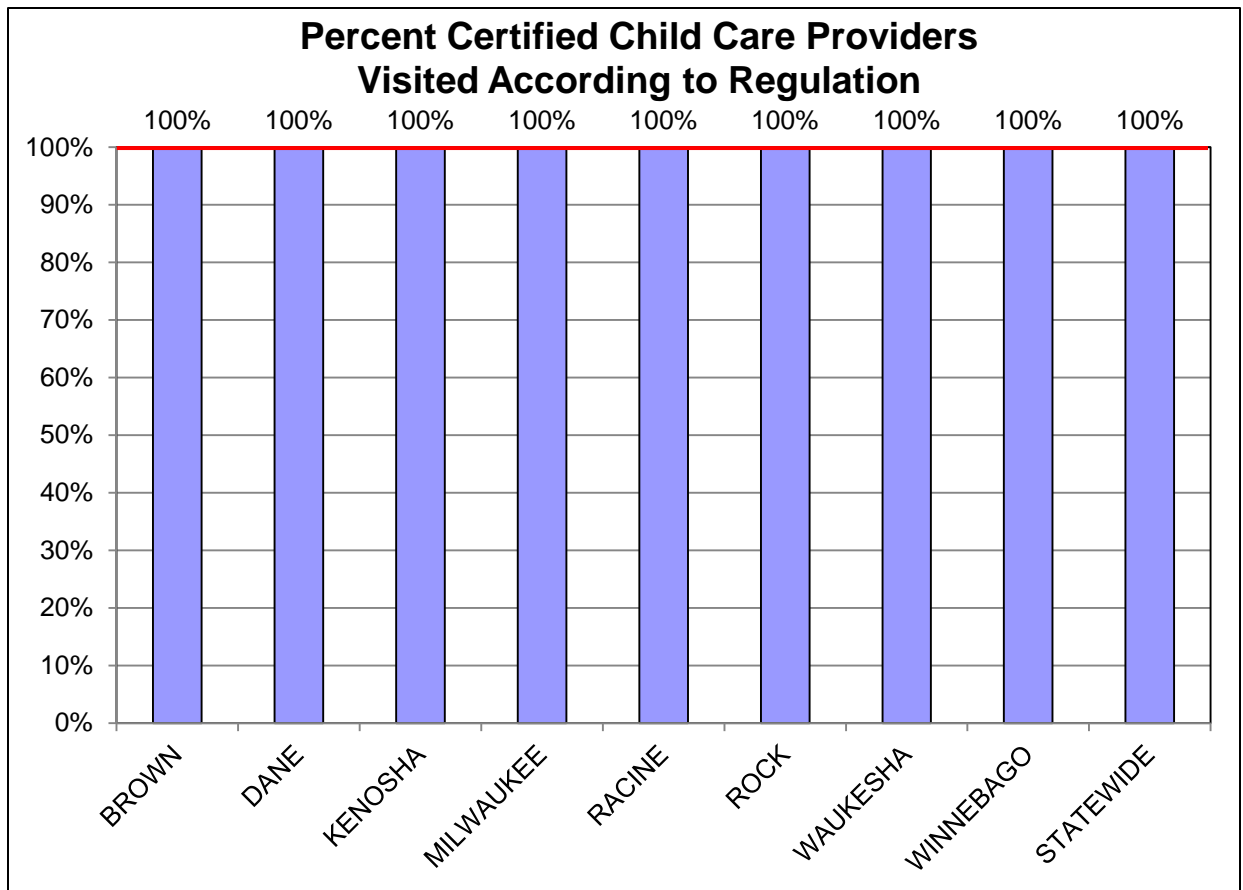
Significance: Wisconsin state statutes require all certified providers to be visited by state staff once every two years in order to renew their regulation. Certified providers that are not regulated for a full two years receive an initial certification visit.

Measurement Method: Data is collected from the statewide Wisconsin Child Care Regulation System (WISCCRS).

Target: 100% of visits due are completed according to regulation.

Owner: Judy Norman-Nunnery, Division Administrator

Progress: Between December 31, 2010 and December 31, 2012, 100% of agencies visited 100% of certified providers according to regulation.



Target Direction:



Wisconsin Department of Children and Families Performance Measures
Children are safe in licensed and certified child care settings.

Performance Measure: **LICENSED PROVIDER VISITS**

Objective: To ensure all licensed child care providers receive the minimum number of visits required on or before the due date.

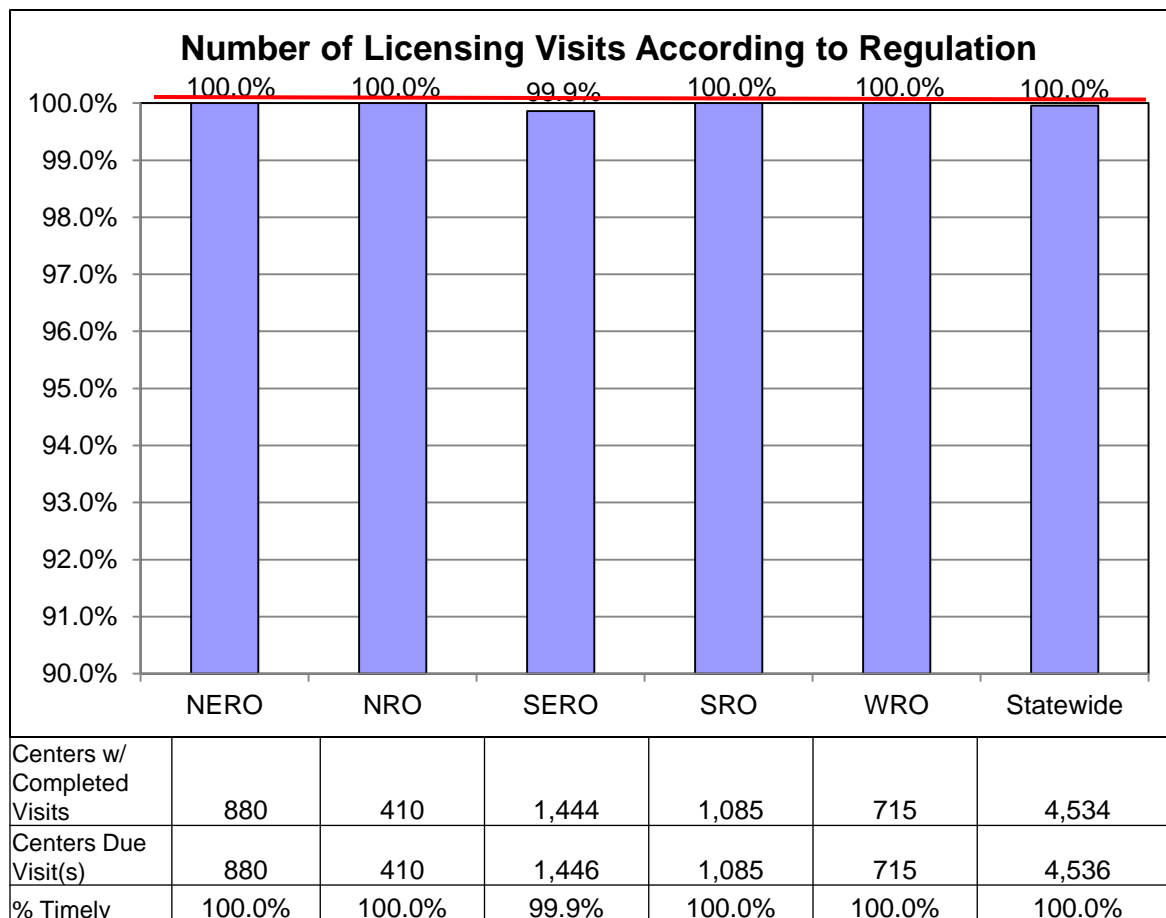
Significance: Wisconsin state statutes require all licensed providers to be visited at least one time in the course of one year, depending on their monitoring plan.

Measurement Method: Data is collected from the statewide Wisconsin Child Care Regulation System (WISCCRS).

Target: 100% of visits due are completed according to regulation.

Owner: Judy Norman-Nunnery, Division Administrator

Progress: Between January 11, 2012 and January 11, 2013, 100% of licensed providers were visited according to regulation. Four out of the five regions visited all providers in a timely manner; two providers in the south east region (SERO) were not visited timely.



Target Direction:



Wisconsin Department of Children and Families Performance Measures

Child care funds are well spent and fraud is minimized.

Performance Measure 4: **PERCENTAGE OF CASES WITH AN ERROR IN 2012 STATEWIDE QUALITY ASSURANCE REVIEW**

Objective: To reduce the number of improper payments of the Wisconsin Shares subsidy to providers and on behalf of clients due to fraud and administrative error.

Significance: Improper eligibility determinations for public benefit programs including Wisconsin Shares are subject to repayment to the program by federal law. Improper authorization determinations may be subject to repayment by state statute.

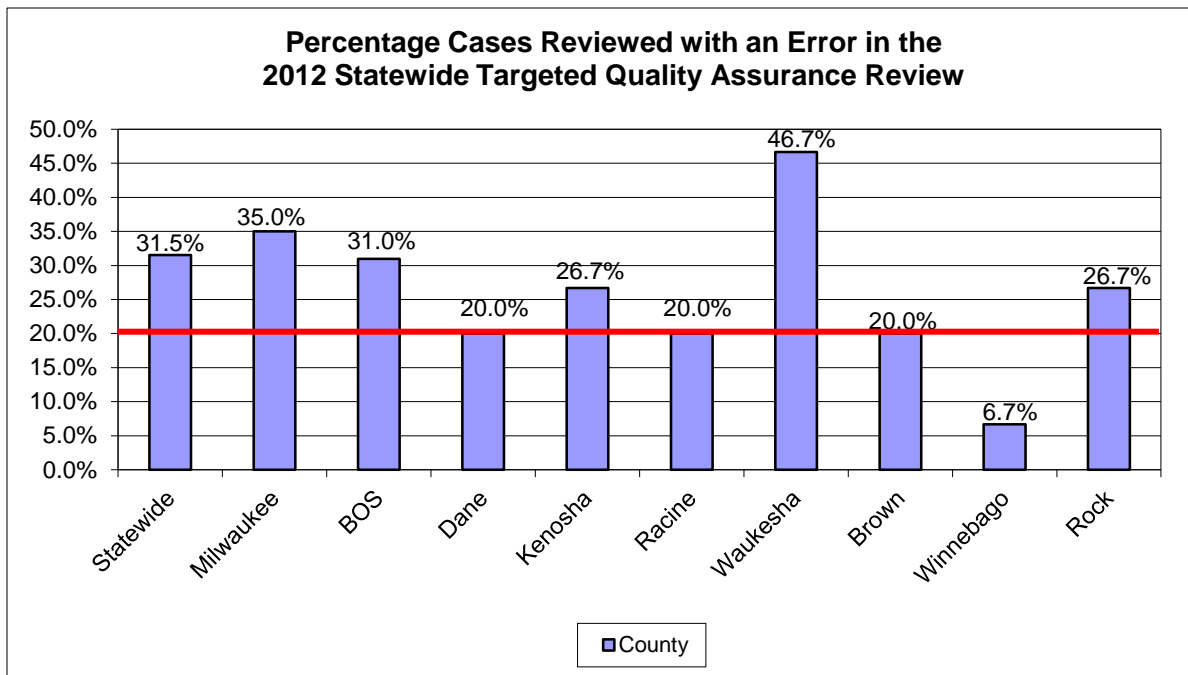
Measurement Method: Data gathered through the quality assurance review compares the application of program policy to supporting documentation for eligibility determinations in the Client Application for Re-employment and Economic Support (CARES) database, Electronic Case Files (ECF) and the Child Care Statewide Administration on the Web (CSAW).

Target: No more than 20% of cases reviewed will have an error.

Owner: Judy Norman-Nunnery, Division Administrator

Progress: In 2012, the Department did not meet the benchmark as 31.5% of cases reviewed had an error. All 72 counties in Wisconsin were reviewed and had the following error rates:

- Acceptable (0-20%): 31 Agencies
- Not Acceptable (21-100%): 42 Agencies



Target Direction:



Wisconsin Department of Children and Families Performance Measures
Child care funds are well spent and fraud is minimized.

Performance Measure: PERCENTAGE OF CASES WITH ERRORS IN THE ELIGIBILITY QUALITY ASSURANCE REVIEW

Objective: To reduce the number of improper payments of the Wisconsin Shares subsidy to providers and on behalf of clients due to fraud and administrative error.

Significance: Improper eligibility determinations for public benefit programs including Wisconsin Shares are subject to repayment to the program by federal law.

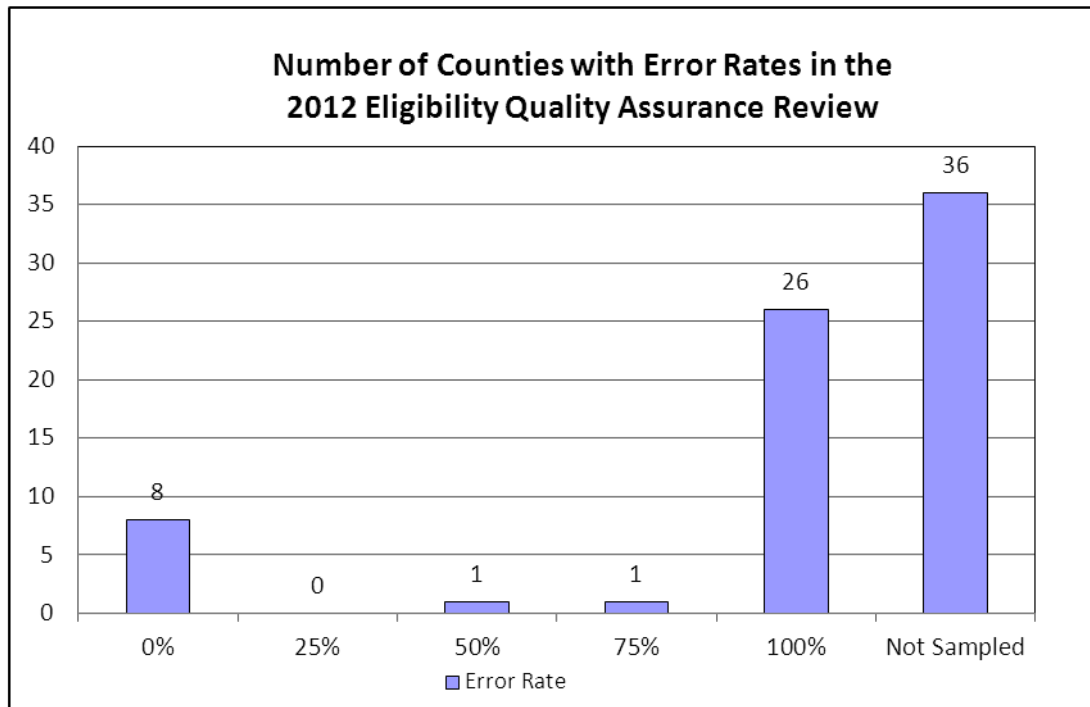
Measurement Method: Data gathered through the quality assurance review compares the application of program policy to supporting documentation for eligibility determinations in the Client Application for Re-employment and Economic Support (CARES) database, Electronic Case Files (ECF).

Target: No target.

Owner: Judy Norman-Nunnery, Division Administrator

Progress: In 2012, 36 (50%) counties were reviewed in the statewide eligibility quality assurance review. Thirty-six counties were not sampled. Error rates for the driver counties reviewed include:

- Brown County 100%
- Dane County 100%
- Kenosha County 0%



Wisconsin Department of Children and Families Performance Measures

Child care funds are well spent and fraud is minimized.

Performance Measure: **CLIENT OVERPAYMENTS**

Objective: To ensure client overpayments are processed.

Significance: The Department is required by state statute to recover overpayments found in the program. Overpayments occur due to fraud, client errors or errors made by the administrative agency.

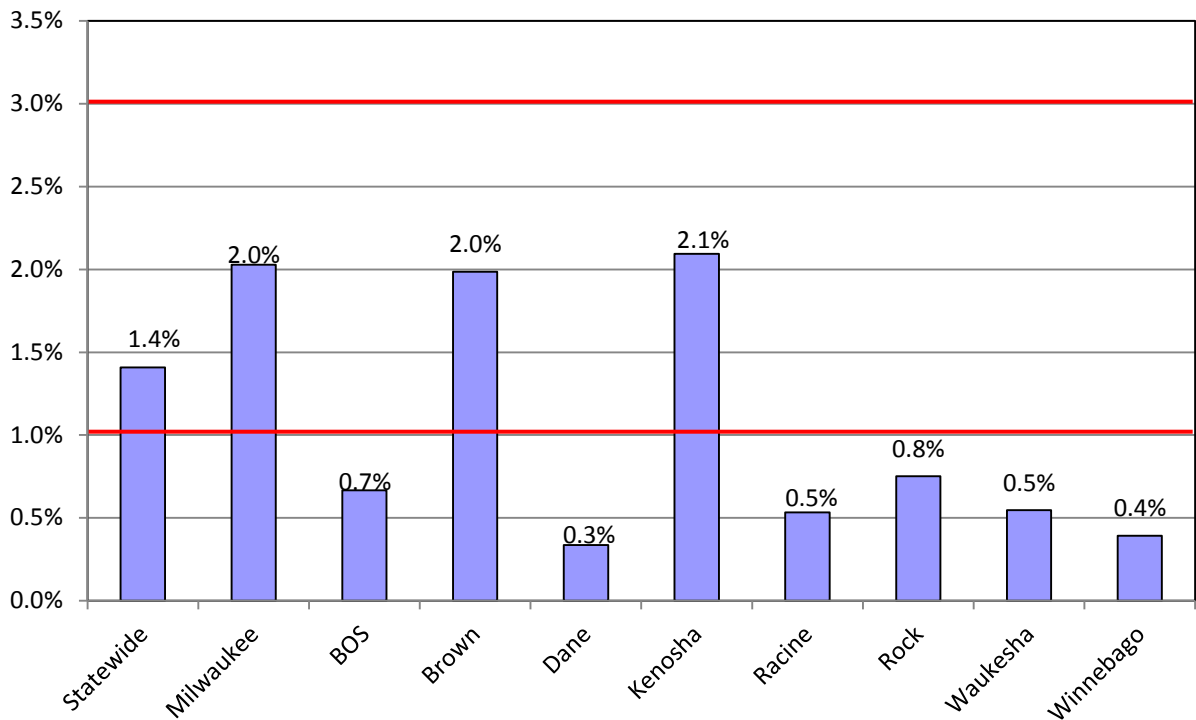
Measurement Method: Data gathered from the Child Care Statewide Administration on the Web (CSAW) system.

Target: Local agencies will establish overpayments at a rate of 1% - 3% of total dollars administered in the county for subsidy administration.

Owner: Judy Norman-Nunnery, Division Administrator

Progress: In 2012, 1,233 overpayment claims were established for \$3.5 million dollars statewide. This is 1.4% of total subsidy dollars administered statewide in 2012, which meets the established target.

Client Overpayments Q1 2012 - Q4 2012



Target Direction:



Wisconsin Department of Children and Families Performance Measures

Child care funds are well spent and fraud is minimized.

Performance Measure: **PROVIDER INVESTIGATION TIMELINESS**

Objective: To ensure investigations into provider issues are completed in a timely manner.

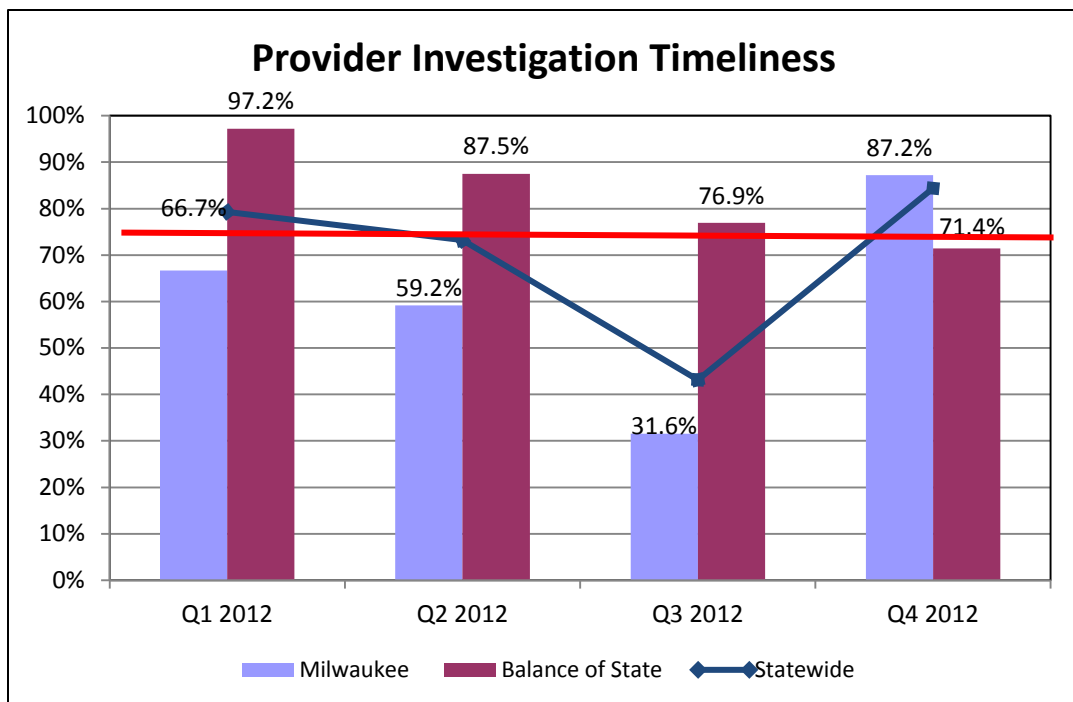
Significance: It is the responsibility of the Department to follow up on referrals made regarding business practices by child care providers that may contradict program policies.

Measurement Method: Data gathered through provider investigation compares state statute and program policy to provider business practices, including billing for attendance on behalf of children in the Wisconsin Shares program. Data is collected administratively in the Program Integrity Unit.

Target: 75% of investigations are completed within 120 days.

Owner: Judy Norman-Nunnery, Division Administrator

Progress: DECE investigated 350 providers in CY2012. Over the course of the year, 74% of investigations were completed on time. Statewide, two of the four quarters (Q1 2012, Q4 2012) met the target. Provider investigations in 2012 resulted in 97 overpayments due to the Department, 75 termination of ability to care for children in Wisconsin Shares and 178 no enforcement action taken. Referrals to conduct investigations exceeded 400 for each quarter in 2012.



Target Direction:



Wisconsin Department of Children and Families Performance Measures

Child care funds are well spent and fraud is minimized.

Performance Measure: **CLIENT INVESTIGATION TIMELINESS**

Objective: To ensure investigations into client issues are completed in a timely manner.

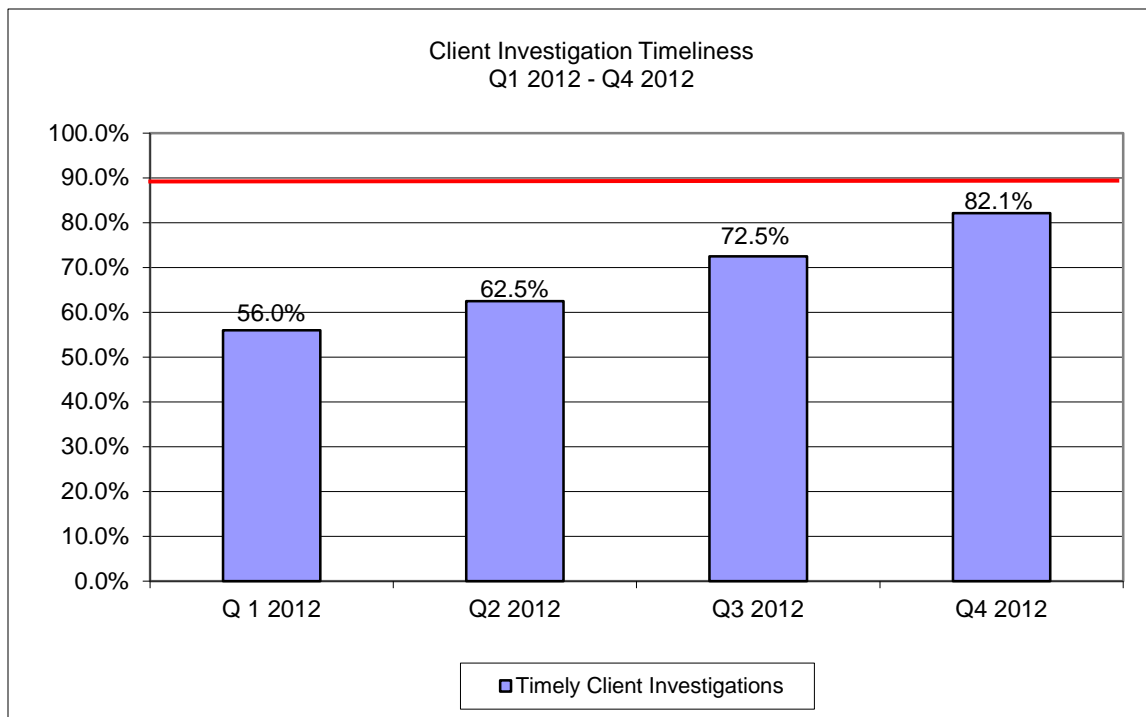
Significance: It is the responsibility of the Department to follow up on referrals made regarding child care program recipients that may contradict program policies.

Measurement Method: Data gathered through client investigation compares state statute and program policy to client eligibility. Data is collected administratively through the Milwaukee Early Care Administration (MECA).

Target: 90% of investigations are completed within 30 days.

Owner: Judy Norman-Nunnery, Division Administrator

Progress: MECA investigated 670 clients in CY2012. Over the course of the year, 69.5% of investigations were completed on time. Zero of the four quarters met the target. Client investigations in 2012 resulted in \$2,740,826 in overpayments due to the Department. Referrals to conduct investigations ranged from 111 to 198 for each quarter in 2012.



Target Direction:



Wisconsin Department of Children and Families Performance Measures

Customers receive quality service.

Performance Measure: **CALL RESPONSE TIMELINESS**

Objective: To ensure that families receiving Wisconsin Shares subsidies receive quality customer service.

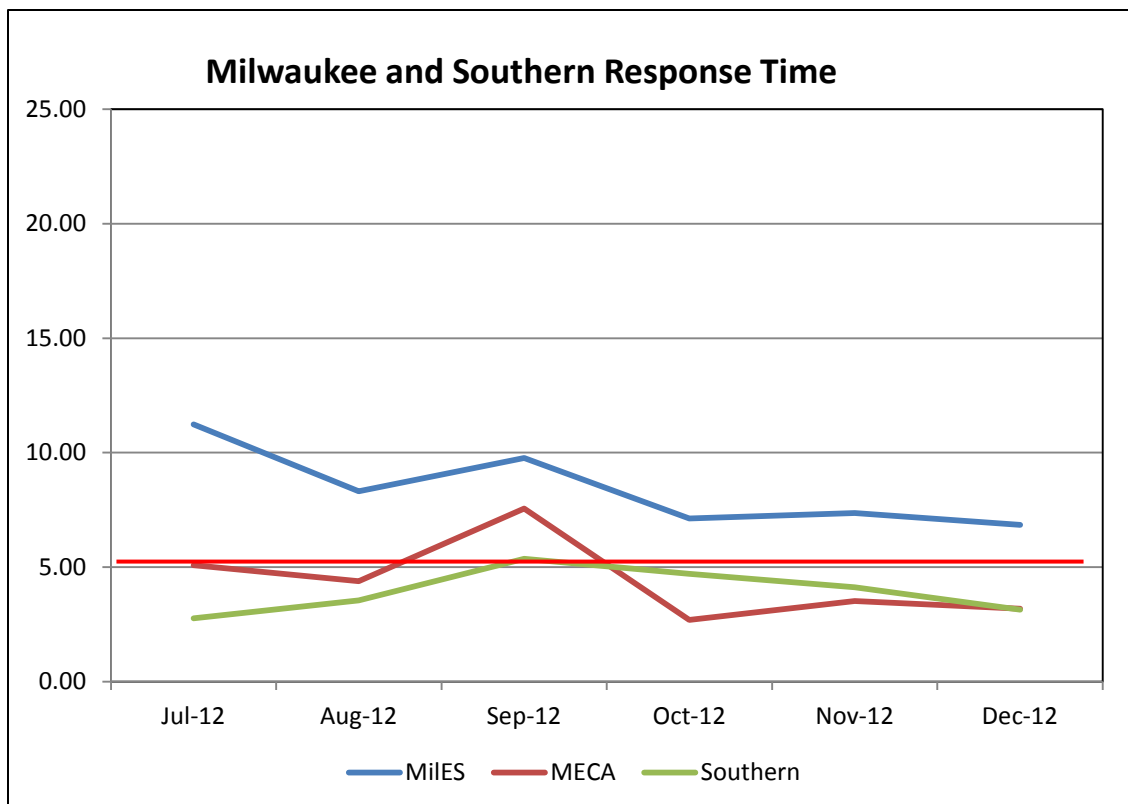
Significance: As the administrator of the Wisconsin Shares program in Milwaukee County and the contract administrator for the program in the balance of state, MECA, MiES and the child care consortiums must offer timely and appropriate customer service to customers with questions or individuals seeking benefits.

Measurement Method: Data is collected in a centralized data system.

Target: An average time-to-answer of Five minutes or less.

Owner: Judy Norman-Nunnery, Division Administrator

Progress: Statewide average time-to-answer in December 2012 was 7.4 minutes. Of the two agencies and ten consortia MECA, Southern and Bay Lake were below the five minute target in December 2012. Western was within twenty percentage points (one minute) of the target.

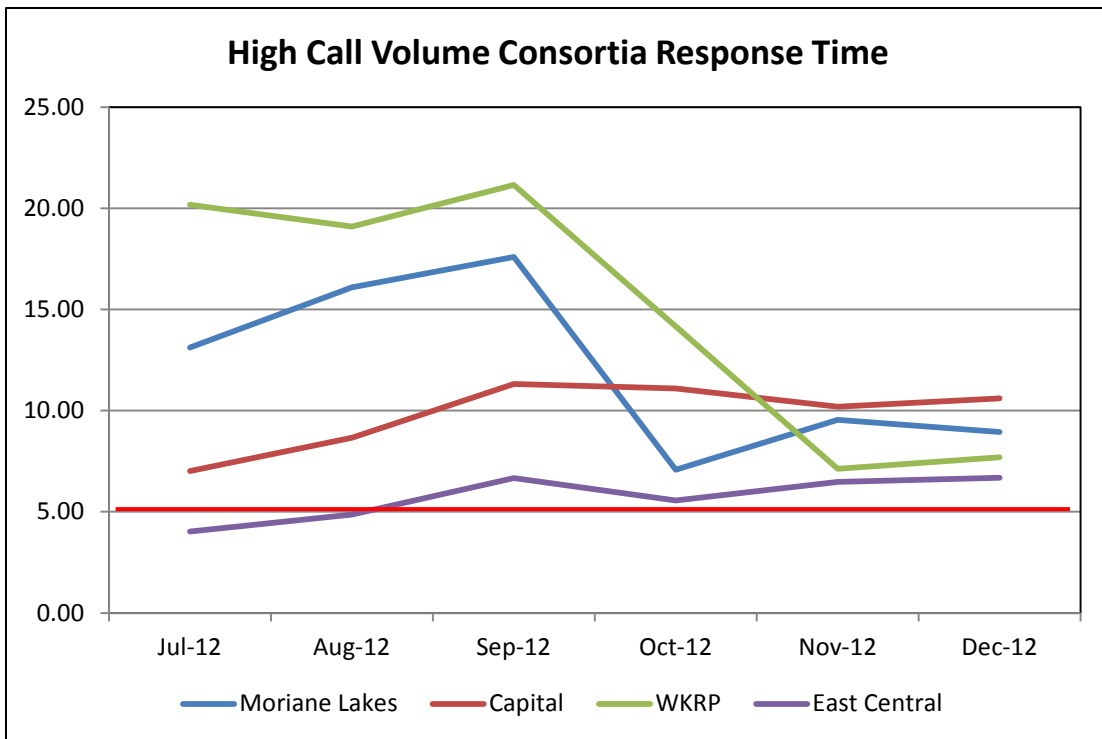
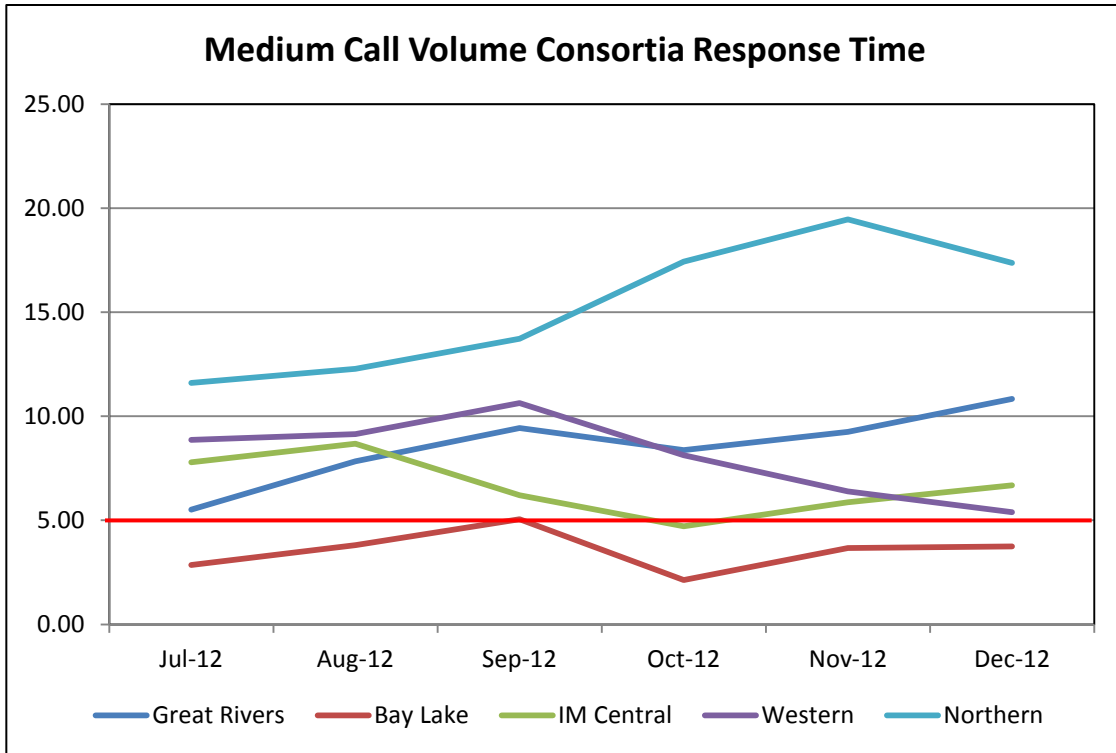


Target Direction:



Wisconsin Department of Children and Families Performance Measures

Customers receive quality service.



Target Direction:

